



Everest Group Clinical and Care Management (CCM) Operations – Services PEAK Matrix® Assessment 2023

Focus on Cognizant
September 2023



Introduction

With the growing cost of healthcare services and an observable gap in quality of care provided in the traditional fee-for-service models, value-based care models have gained significant traction in the market. Keeping this in mind, the Centers for Medicare and Medicaid Services (CMS) has planned for increased adoption of value-based care via transferring all Medicare fee-for-service beneficiaries into a care relationship with accountability for quality and reduction in the total cost of care by 2030. While alternate care delivery models, such as home-based care and virtual care, were brought on due to the onset of the pandemic, it is increasingly being utilized by enterprises to improve continuity of care, reduce costs, and drive value for its member/patient base. However, with a growing push toward value-based care and improving overall population health, further technological investments are required from both payer and provider perspectives for integrated care management and effective utilization management. Service providers can fulfill enterprises' clinical and care management operations requirements by delivering clinical services from cost-effective locations and deploying advanced technology solutions built on a foundation of clinical, claims, and Social Determinants of Health (SDoH) data for personalized care programs and engagement.

In this research, we present an assessment and detailed profiles of 15 service providers featured on the clinical and care management operations PEAK Matrix®. Each provider profile provides a comprehensive picture of its service focus, key Intellectual Property (IP) / solutions, domain investments, and case studies. The assessment is based on Everest Group's annual RFI process for calendar year 2023, interactions with leading healthcare providers, client reference checks, and an ongoing analysis of the healthcare BPS market.

The full report includes the profiles of the following 15 leading healthcare providers featured on the [Clinical and Care Management Operations – Services PEAK Matrix® Assessment 2023](#) :

- **Leaders:** Accenture, Cognizant, EXL, Optum, and Shearwater Health
- **Major Contenders:** CareCentrix, Carenet Health, eviCore, Evolent Health, Sagility, Teleperformance, and WNS
- **Aspirants:** Health Dialog, Kepro, and Wipro

Scope of this report



Geography
Global



Providers
15



Services
Clinical and care
management operations

Clinical and Care Management Operations – Services PEAK Matrix® characteristics

Leaders

Accenture, Cognizant, EXL, Optum, and Shearwater Health

- Leaders offer a well-balanced clinical and care management operations portfolio across the value chain – population data management and analytics, utilization management, care coordination, and quality improvement – and therefore, can meet the nuanced requirements of different healthcare enterprises
- Leaders have a global delivery footprint, deep clinical talent pool of US registered nurses (USRNs), Philippines registered nurses (PHRNs), and physicians. They also exhibit capabilities to cater to clients from all tiers – ranging from commercial and government health plans to independent hospitals and physicians
- Along with driving superior client engagement, they have showcased high levels of proactiveness in taking their innovations and next-generation service offerings to clients, thereby positioning themselves as strategic partners, especially in value-based care

Major Contenders

CareCentrix, Carenet Health, eviCore, Evolent Health, Sagility, Teleperformance, and WNS

- Major Contenders are attempting to enhance their capabilities by investing in tools and solutions for clients and evolve their business models to effectively compete with Leaders
- While Major Contenders' coverage of the clinical and care management value chain may not be as comprehensive as that of the Leaders, they have consolidated their capabilities in certain areas of the value chain through strong investments across people, process, and technology levers

Aspirants

Health Dialog, Kepro, and Wipro

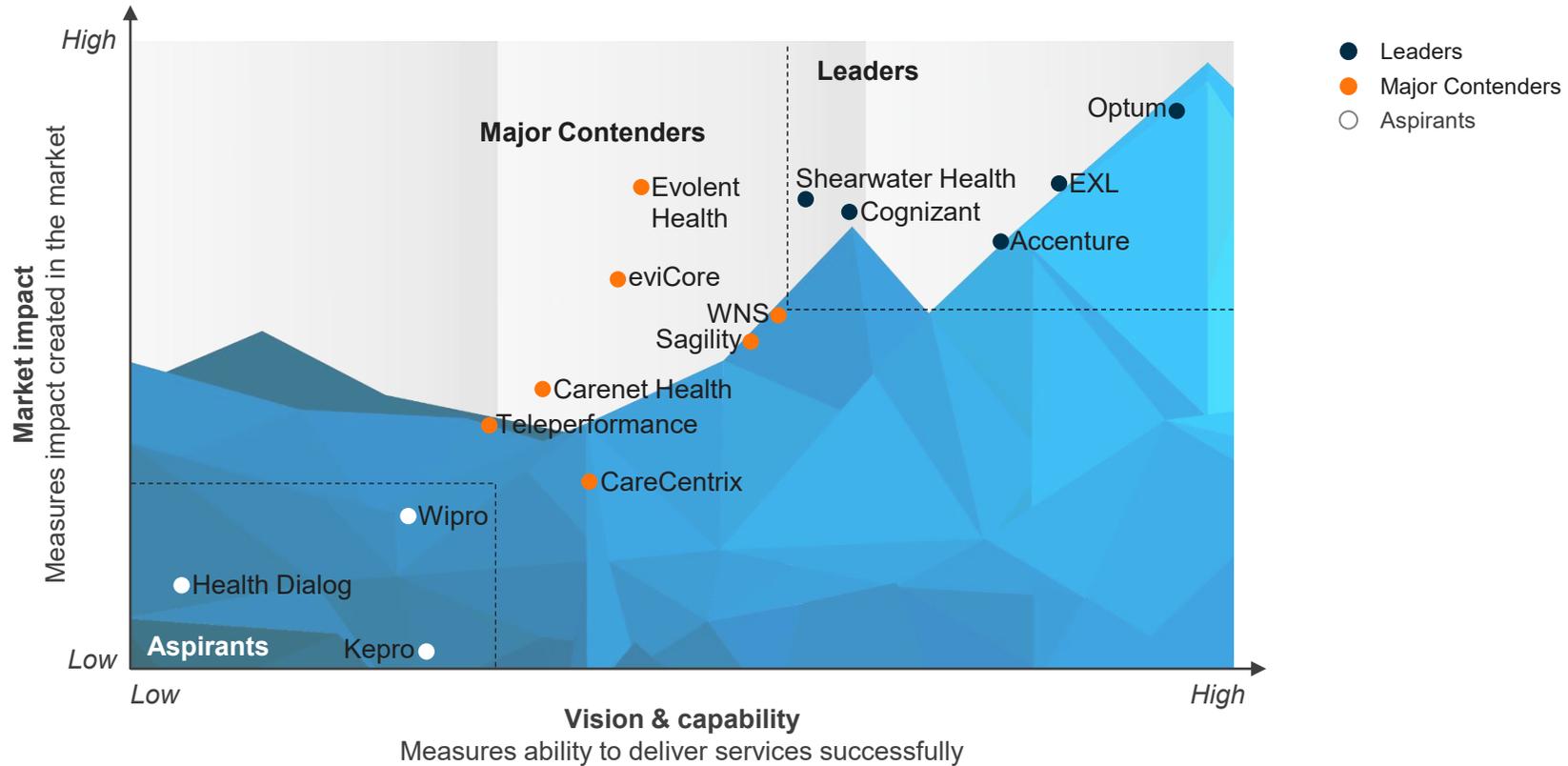
- Aspirants are focused on particular buyer(s) or segment(s), and have a relatively smaller scale of operations, a lower number of FTEs and clients, and a skewed shoring mix
- Limited digital capabilities, which can be built through partnerships to enhance their technical and domain expertise, hamper their ability to serve healthcare enterprises across different buyer segments

Everest Group PEAK Matrix®

Clinical and Care Management Operations – Services PEAK Matrix® Assessment 2023 |

Cognizant is positioned as a Leader

Everest Group Clinical and Care Management Operations – Services PEAK Matrix® Assessment 2023^{1,2}



1 Assessments for CareCentrix, Carenet Health, eviCore, Evolution Health, Health Dialog, and Kepro excludes service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, provider public disclosures, and Everest Group's interactions with buyers
 2 Analysis for Kepro is based on capabilities before its merger with CNSI
 Source: Everest Group (2023)

Cognizant profile (page 1 of 6)

Overview

Company overview

Cognizant is operating its business through four key segments – financial services, healthcare, manufacturing, retail, and logistics. Within healthcare, it offers both BPS and Business Process-as-a-Service (BPaaS) services to the top 10 large and midsize health plans, along with born-digital health plans. Key healthcare client segments include commercial, individual, HIX, Medicare, Medicaid, dental, vision, behavioral, and accountable care organizations (ACOs).

Headquarters: Teaneck, New Jersey

Website: www.cognizant.com

Key leaders

- **Ravi Kumar**, Chief Executive Officer
- **Ganesh Ayyar**, Executive Vice President and President, IOA
- **Sandeep Bhasin**, Senior Vice President, Global Delivery, IOA
- **Giri Namala**, Vice President, Global Markets, Healthcare IOA
- **Prem Durairaj**, Practice Leader Clinical Services, Healthcare IOA

Suite of services

- Population data management and analytics
- Utilization management
- Care coordination
- Quality improvement services

Recent investments (acquisitions and partnerships)

- **2022:** partnered with Microsoft to develop a virtual healthcare solution to advance remote patient monitoring
- **2021:** partnered with Royal Phillips to develop a patient-centric, end-to-end digital health solution
- **2020:** partnered with a US-based RPA vendor, for claims automation solution on the facets platform

CCM operations revenue

In US\$ million

Not Disclosed

Scale of CCM operations

Number of FTEs

Not Disclosed

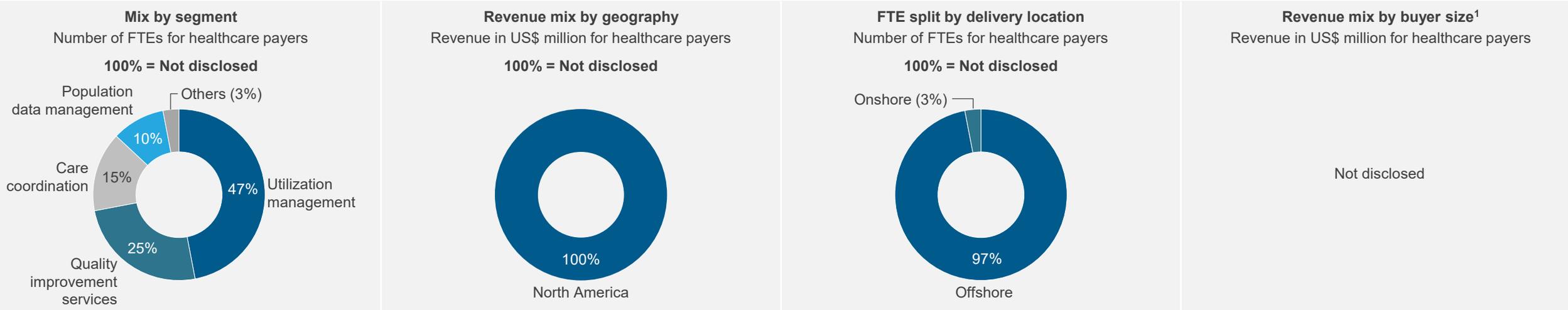
CCM operations client base

Number of clients

Not Disclosed

Cognizant profile (page 2 of 6)

Capabilities and key clients for healthcare payers



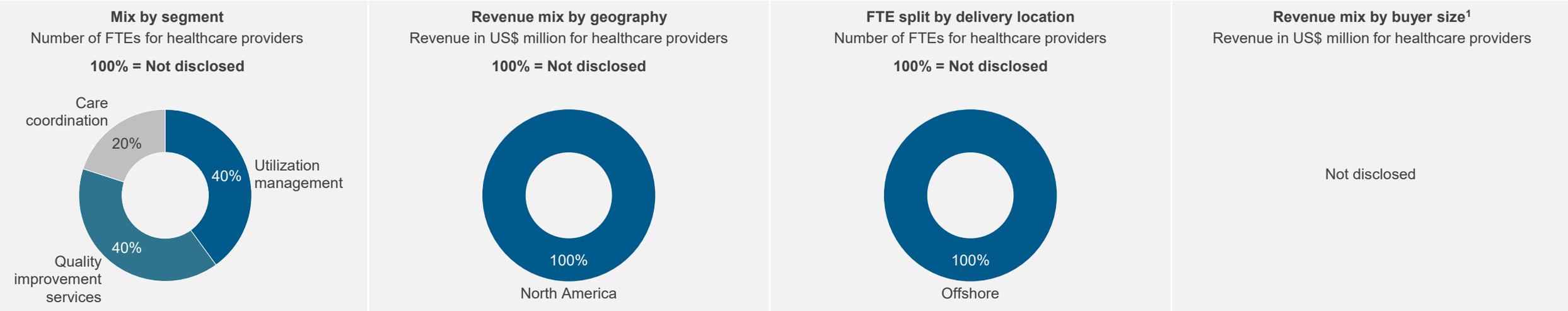
Key healthcare payer operations engagements

Client name	Processes served	Region	Client since
A leading global health services company	Utilization management	North America	2021
A leading Northwest health solutions company	Quality improvement services	North America	2020
A firm that provides care management services for a large payer in the Midwest	Utilization management	North America	2018
A national managed care firm and TPA for workers' compensation and liability claims	Quality improvement services	North America	2018
A leading health plan company	Care coordination	North America	2018
One of the largest international medical health insurance firms	Care coordination	North America	2015
An inventory management company for a large, not-for-profit US-based health plan	Care coordination	North America	2015

¹ Buyer size is defined as small (<US\$1 billion in revenue), midsize (US\$1-10 billion in revenue), and large (>US\$10 billion in revenue)

Cognizant profile (page 3 of 6)

Capabilities and key clients for healthcare providers



Key healthcare provider operations engagements

Client name	Processes served	Region	Client since
A firm that provides care management outreach services for a virtual care company	Care coordination	North America	2017
A firm that provides 24x7 clinical command center operations for patient and physician support	Care coordination	North America	2015
A subsidiary of one of the largest US-based lab networks	Utilization management	North America	2013
A large healthcare AI solutions firm	Utilization management	North America	2013

¹ Buyer size is defined as small (<US\$1 billion in revenue), midsize (US\$1-10 billion in revenue), and large (>US\$10 billion in revenue)

Cognizant profile (page 4 of 6)

Technology solutions/tools

Solution name	Processes served	Year launched	Description	No. of clients	Solution type (proprietary / joint development)
OnVida	Care coordination	2020	This is an omnichannel web software that automates and routes all inbound and outbound channels, including phone, online, e-mail, and social, as well as fax and direct mail. It empowers representatives with an intelligent console for presenting a complete view of each contact on one screen.	Not disclosed	Proprietary
QNxt	Utilization management and care coordination	2020	This is a platform that enables more than 80 health plans to deliver value to nearly 24 million insured members. The QNXT solution provides a rules-driven, end-to-end core solution that clients can configure to meet the needs of their organization and scale up easily to serve organizations both large and small.	Not disclosed	Proprietary
TTAP	Utilization management	2017	This is a solution that ensures that authorization requests meet specific industry standards, payer-specific guidelines, and clinical rules, and provides near real-time responses. Those requests flagged for manual review by Payer UM teams can be resolved at the outset, saving critical time and cost, and increasing provider and member satisfaction.	Not disclosed	Proprietary
Clinical Care Advance (CCA)	Utilization management and care coordination	2009	TriZetto® Clinical CareAdvance provides a single platform that transforms care management into an automated data-driven enterprise activity. CCA is an integrated member-centric, web-based module that provides an advanced population health management system for case, disease, and utilization management for members across the care continuum on a single platform.	Not disclosed	Proprietary

Cognizant profile (page 5 of 6)

Key delivery locations



Cognizant profile (page 6 of 6)

Everest Group assessment – Leader

Measure of capability:  Low  High

Market impact				Vision & capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
								

Strengths

- Cognizant has developed a good mix of talent pool, with 1,500+ clinical FTEs including USRNs, PHRNs, locally licensed nurses, and physicians, which enables it to meet a diverse set of domain needs of healthcare enterprises
- Cognizant’s exhaustive suite of services across the value chain, coupled with flexible BPaaS for care coordination and utilization management, along with a focus on quality improvement services – STAR rating optimization, risk adjustment, and HEDIS support – has helped to drive growth
- Cognizant has invested in point solutions focused on automation to facilitate the retrieval of clinical records, clinical scraping, and case review prioritization, allocation, and approval. This helps reduce the manual effort and burden on clinical resources
- Clients highlighted Cognizant’s strong talent management practices and communicative relationship management as areas of strength; they especially appreciate regular updates on escalations and decision-making

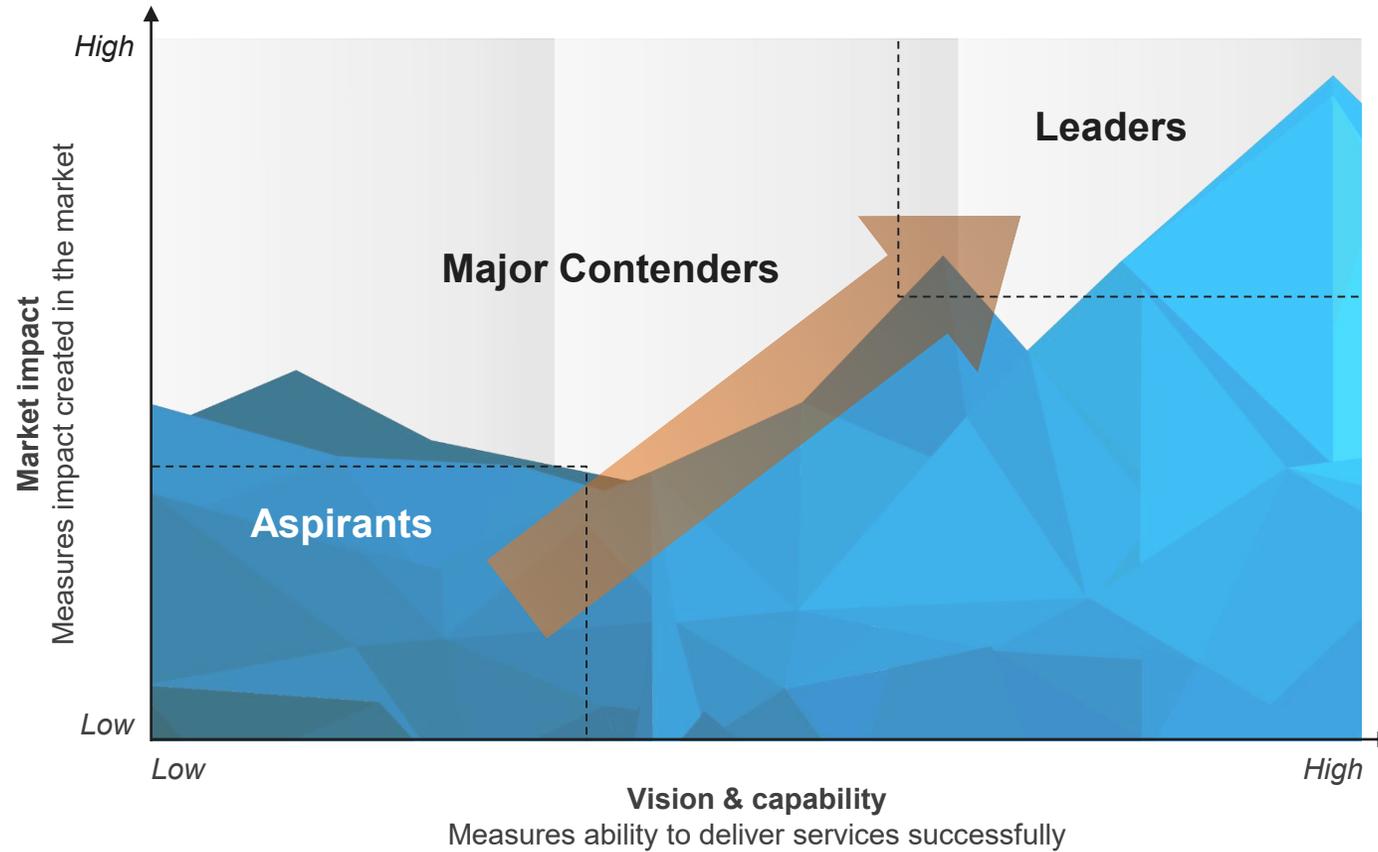
Limitations

- Clients expect Cognizant to proactively approach them with next-generation solutions focused on automation and advanced analytics in its CCM engagements. They also highlighted the need to scale USRNs in a quicker manner to meet the evolving requirements
- Cognizant's limited onshore presence, compared to its peers, could potentially impact its ability to serve government programs such as state Medicaid, which require onshore presence for regulatory compliance

Appendix

Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision & capability

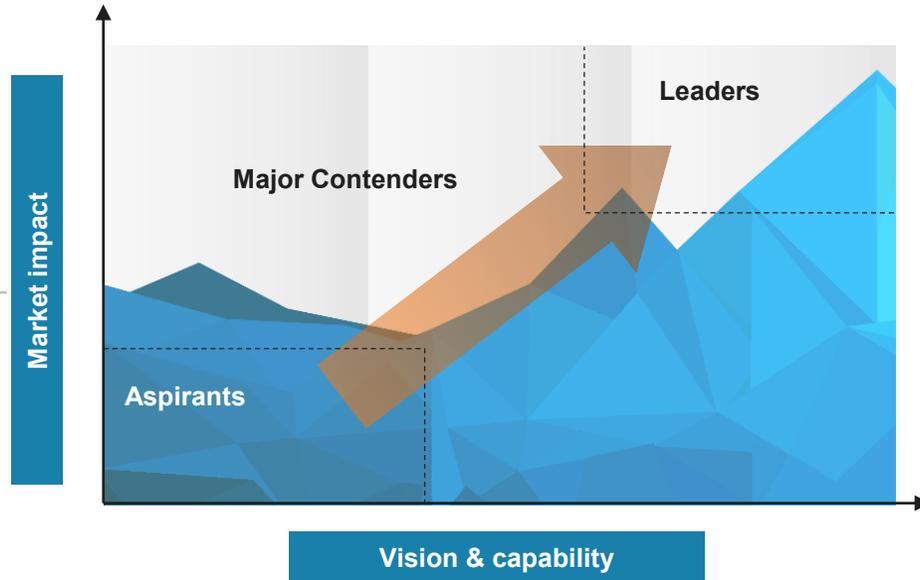
Everest Group PEAK Matrix



Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

- Market adoption**
Number of clients, revenue base, YoY growth, and deal value/volume
- Portfolio mix**
Diversity of client/revenue base across geographies and type of engagements
- Value delivered**
Value delivered to the client based on customer feedback and transformational impact



Measures ability to deliver services successfully. This is captured through four subdimensions

- Vision and strategy**
Vision for the client and itself; future roadmap and strategy
- Scope of services offered**
Depth and breadth of services portfolio across service subsegments/processes
- Innovation and investments**
Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.
- Delivery footprint**
Delivery footprint and global sourcing mix

FAQs

Does the PEAK Matrix® assessment incorporate any subjective criteria?

Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?

No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

- Enterprise participants receive summary of key findings from the PEAK Matrix assessment
- For providers
 - The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
 - In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

- Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:
 - Issue a press release declaring positioning; see our [citation policies](#)
 - Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
 - Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)
- The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or [contact us](#)

Does the PEAK Matrix evaluation criteria change over a period of time?

PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.



Everest Group is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing delivers precise and action-oriented guidance. Find further details and in-depth content at www.everestgrp.com.

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